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EYES ONLY

ACCELERATED PROMOTIONS -- COMERS LIST -- UP OR OUT RETIREMENT POLICY

1. OP has suggested and DD/S (at least) is working toward accelerated promotion and comers lists at Directorate level. Unfortunately our studies to date show a low "system" potential for accelerated promotion if we are to maintain technical and professional competence at the specialist level. There is also the danger of over-rapid acceleration which might leave a 35-year-old supergrade blocking promotion opportunity for 25 years. The Air Force got itself into this predicament during the forties and as a result flow was blocked for fifteen years.

2. The accelerated rate of promotion for twenty-five percent of the people is way high. The OP Career Matrix suggested a five percent fast group for Logistics careerists with intervals as follows:

GS-12 to GS-13	6 years
GS-13 to GS-14	7 years
GS-14 to GS-15	7 years
GS-15 to GS-16	7 years

Granted that the Logistics Career Service is a particularly congested one, these intervals illustrate the hard reality we are facing. The system just doesn't have the capacity. The one bright spot on the horizon at present would seem to be the greater latitude at the Directorate and Agency levels, if some measure of career administration is moved up to those levels.

3. Accelerated promotion is a function of flow, the latter including retirements, resignations and natural attrition, and for the senior ranks flow is a function of accelerated retirement, particularly at the top. Our studies of these phenomena in the DD/S and DD/P groups show that, statistically, accelerated retirements are necessary to increase the flow in the

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next few years. They will probably not be required in the second five years of the next decade; in fact, we may be scrounging for people at the higher levels. The art thus becomes one of determining the rate by grade of required outflow to accomplish the desirable objective without wrecking the organization, the big risk being in dismissing these specialized and technical people who top off at less than supergrade level. They represent the organization's bread and butter.

4. Unfortunately the state of the art in OP is not advanced enough for us to come forward with firm projections on which management could base such a grave decision. Further study, that old standby, is required on the part of technically competent people who have the responsibility for these matters. An advisory group can not do it.

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